



OneSC Project Review

October 30 – November 1, 2002

Co-Chairs

Marvin E. Gunn, Jr.

Manager, Chicago Operations Office

Daniel R. Lehman

Director, Construction Management Support Division



Hosts

Jane Monhart, Batavia Area Manager

Fermi National Accelerator Laboratory



Opening Remarks

OneSC Project Review

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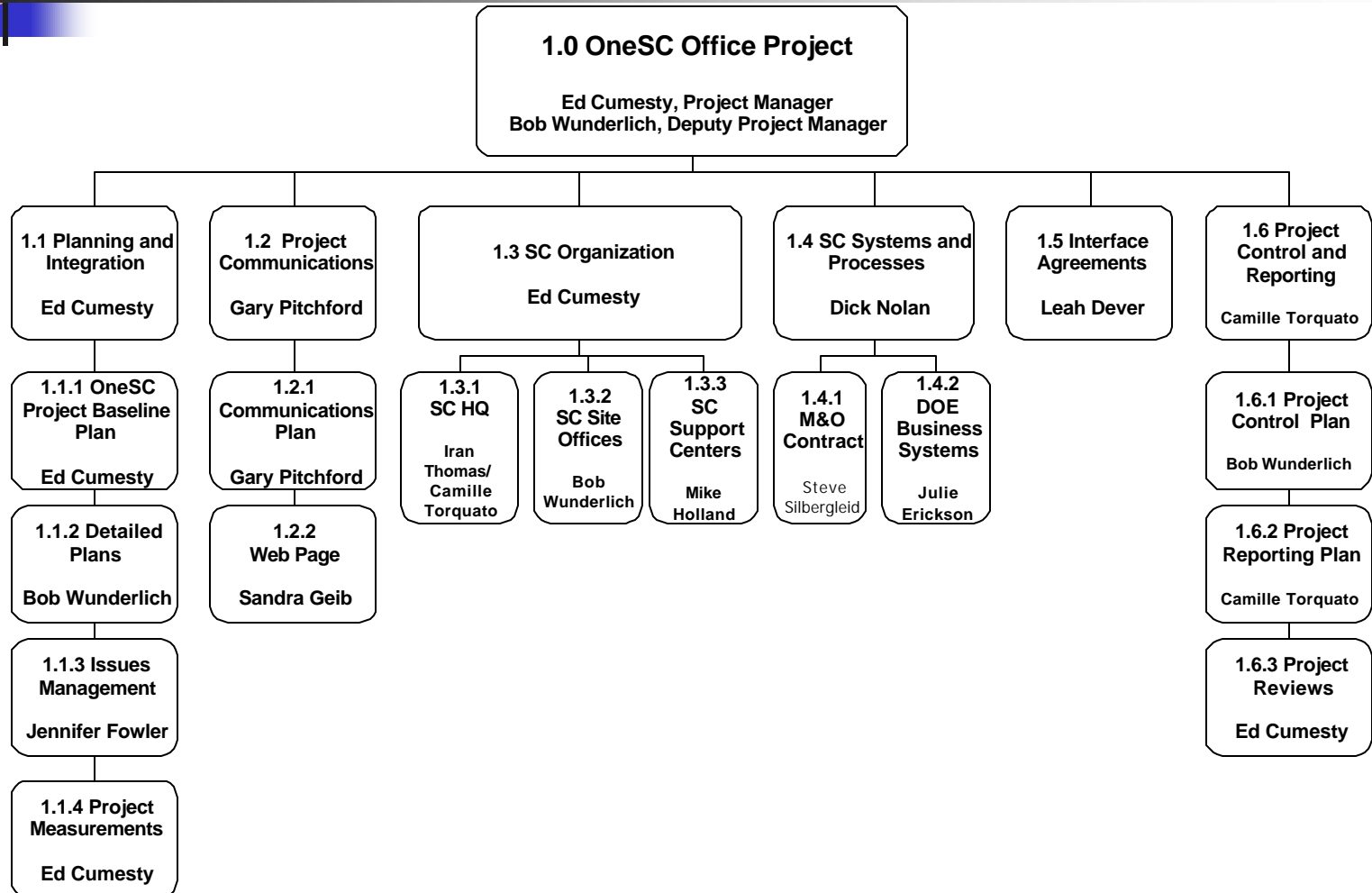
Project Overview

OneSC Project Review

October 30 – November 1, 2002

Ed Cumesty
Project Manager

Where did this come from?





Before there was a project

- Thursday 18 October 2001
 - “Here is a first cut at the task I think I heard about on Monday”.
- Sunday 21 October 2001
 - “The first deliverable would be management principles”.
- Sunday 28 October 2001
 - “We need to be aggressive in keeping this on schedule”.



Trying to recruit

- Thursday 1 November 2001
 - "The proposal looks fine but I need more context on why this is being done and what will be done with it".



Guidance from the sponsor

- Monday 19 November 2001
 - DOE has a reputation as a high cost/low productivity agency.
 - SC owns a piece of that reputation.
 - This is impacting SC's ability to get funding.
 - There is a window right now (1-2 years) to make changes.
 - SC needs a set of management principles that will drive the right change.

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Guidance from the sponsor

- SC must look at how it performs as a PSO and a LPSO.
- NNSA is also looking at fundamental changes & has similar issues with its research side.
- SC needs to be on the offensive rather than trying to defend a position that's indefensible.
- Every element of SC (HQ, Field and Contractors) has to sign on.
- SC should emphasize positive incentives to get the right behavior and not rely on punishment to avoid errors.



The team's initial thoughts

- Tuesday 20 November 2001
 - "The product doesn't look like five hours of work by two highly paid executives".
- Wednesday 28 November 2001
 - "We desperately need a crisp definition of the problem".



Initial Problem Statement

- Thursday 6 December 2001
 - There is substantial risk that the Office of Science could be marginalized if it continues to be viewed as high cost and ineptly managed.
 - Without good outcomes (scientific results) we will have a harder time justifying our budget and we will not be able to do the research the Department of Energy needs to succeed in its mission of National Security, Energy, Environment and Science.



ESC Meeting: Summary Talking Points

- Wednesday 12 December 2001
 - Problem: High cost of accomplishing work
 - Causes: Habits, Choices, Structure, & Requirements
 - Approach: Question everything – No Sacred Cows
 - Use Management Principles for decision making
 - Must address all SC Roles & Responsibilities
 - Objective: Get a better result for less cost
 - Methodology: SC take charge of its own success
 - Others are making changes all around us
 - New SC-1 supports



January 2002: Other influences

- Deputy Secretary Blake's Management Council
- Human Capital Initiative
- Best Practices Study
- Safety Summit initiative on requirements
- Pending NNSA and EM Initiatives
- Competitive Outsourcing
- SC Lab Contracts Working Group
- The FY 2003 Budget uncertainty



End of conceptual phase

- Late January 2002
 - Concept papers submitted
 - Management Principles
 - Reengineering
 - SC Roles & Responsibilities
- No project yet



"Reengineering" Status Talking Points

- Friday 22 February 2002 ESC Meeting
 - Goals
 - Accomplish the work
 - Lower Cost
 - Do it safely
 - Strategies
 - R2A2s across SC
 - Integrated line management
 - Best business practices for lab contracts
 - Use the tool effectively

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“Reengineering” Status Talking Points

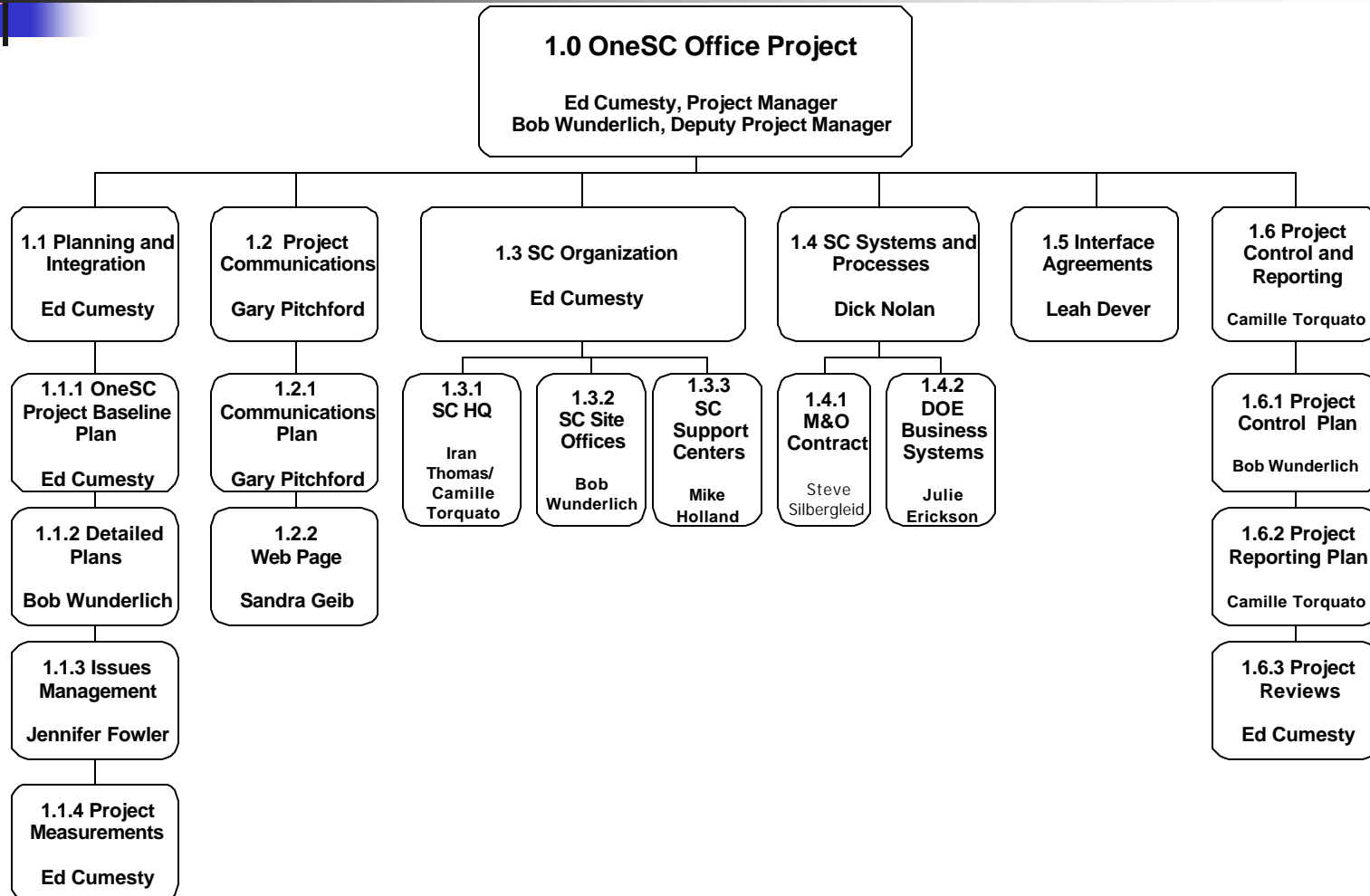
- Guiding Principles
 - Distinguish Line & Staff
 - Minimize levels of management
 - Remove non value added work
 - Seamless SC organization
 - Focus on the work; draw boxes later
 - Relationship with the rest of DOE
- No project yet



Project Definition Period

- April – July 2002
 - Approval to proceed
 - Decision to use a project approach
- Monday 22 July, 2002
 - Project Plan Approved
 - Mission Need
 - Scope, Schedule & Cost
 - Work Breakdown Structure

That's where this came from!





WBS 1.1 Planning and Integration

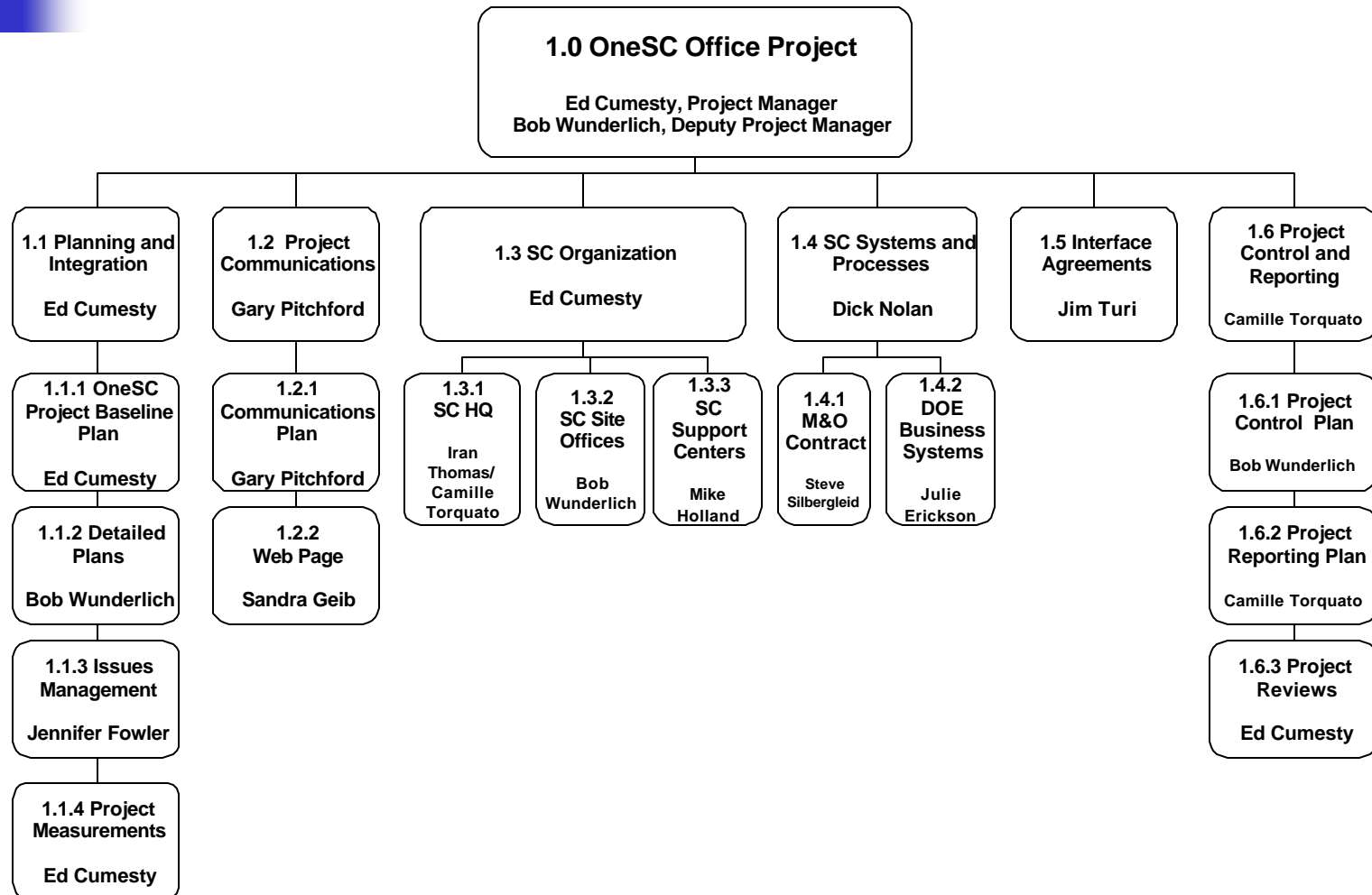
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Bob Wunderlich

Deputy Project Manager

OneSC Work Breakdown Structure





WBS 1.1 Planning and Integration

- WBS 1.1.1 OneSC Project Baseline Plan
- WBS 1.1.2 Detailed Plans
- WBS 1.1.3 Issues Management
- WBS 1.1.4 Project Measurements

WBS 1.1.1

Baseline Plan Content

- Mission Need
- Project Description
- Project Management Organization and Responsibility
- Project Baselines
 - Scope, Cost & Schedule
- Analyses and Assessments
- Baseline Change Control Processes
- Project Controls and Reporting Systems

WBS 1.1.1

Baseline Plan Content

(continued)

- Transition to Operations
- Appendices
 - Project Management Team
 - Project Implementation Teams
 - Work Breakdown Structure
 - Project Management Cost Estimate
 - Restructuring Cost Estimate
 - Project Schedule



WBS 1.1.1 Baseline Plan Status

- OneSC Project Plan approved on July 22, 2002
- Revision #1 of the OneSC Project Plan was approved on September 30, 2002
- OneSC Project Plan approval serves as CD#0 (approval of mission need)
- Revised OneSC Project Plan is on the OneSC web site with a summary of the changes
- A limited change to OneSC Project Plan is being planned (staffing analysis)



WBS 1.1.1 Project Plan Revisions

- No changes in direction, approach, or baselines
- Changes reflect more complete planning
 - WBS 1.0 Planning and Integration expanded to collect up planning activities under other WBS elements.
 - WBS 1.1.4 Project Measurements added (new)
 - WBS 1.5 Interface Agreements added (importance level raised)
 - Appendix F Project Master Schedule added
 - Edit to section 2.1 “Desired End State” “a well managed, **diverse**, responsive, and accountable federal organization.”



WBS 1.1.2 Detailed Plans

- Detailed Plans were required and written for several organizations
 - SC HQ Team (WBS 1.3.1)
 - SC Site Team (WBS 1.3.2)
 - SC Service Center Team (WBS 1.3.3)
 - Project Communication (WBS 1.2)
 - SC Systems and Processes (WBS 1.4)
 - Interface Agreements (WBS 1.5)
- Details for WBS 1.6.4 Review Teams were to be established prior to each review



WBS 1.1.2 Detailed Plans (continued)

- Detailed Plans include team members, scope, approach, schedule, and cost (as appropriate).
- Detailed Plan for the Communications Team is the OneSC Communications Plan.
- The schedule in the detailed plans is included in the Microsoft Project Schedule for the OneSC Project.
- The Detailed Plans are controlled by the WBS Level 2 or Level 3 Managers, as appropriate.
- Changes in the Detailed Plans could not alter the overall schedule in the OneSC Project Plan



WBS 1.1.2 Detailed Plans (continued)

- The Phase I Report is the OneSC Phase I deliverable
- Detailed Phase I Report Outline was developed
- Report sections are tied to specific WBS elements
- Report sections have identified WBS element leads as section authors
- Project requirements are assigned to report sections
- Schedules for completed report sections are available
- Actions required to implement Phase I are identified
- Approach to performing Phase II and Phase III are discussed



WBS 1.1.3 Issues Management

- Issues Management WBS was established to analyze and resolve special problems/issues that were cross-cutting, particularly complex, or could result in a serious distraction to the WBS 1.3, 1.4, or 1.5 Teams.
- HCA Authority was the only issues assigned to the Team, so far
- Issues Management Team developed a position on HCA Authority:
 - moving HCA authority from the field to HQ was doable
 - needs Procurement Executive approval
 - discussions with other Program Offices was need



WBS 1.1.4 Project Measurements

- Project Measurements WBS includes both subjective and objective measurements for:
 - internal measurements to measure project progress
 - external measurements to measure how the project results impact the cost of SC doing business
- External measurements will be developed during the latter part of Phase I to:
 - assist in establishing targets for re-engineering business systems
 - understand the impact of changing SC business systems on M&O contractors



WBS 1.1 Planning and Integration Summary Status

- OneSC Project Plan is approved
- Scope, schedule, and cost baselines are in place
- Project Teams in place and WBS assignments made
- Detailed plans are available for required WBS elements
- Detailed Plan schedules have been integrated into OneSC Project Schedule
- Issues Management has completed analysis of HCA issue; actions underway to re-assign HCA authority
- Project Measurements WBS is just getting underway



WBS 1.1 Planning and Integration Issues

- Number of activities to be completed by end of November is large
- Integration issue - ensuring that all of subteam deliverables are integrated into a single system
- Approach for external, objective project measurements is still being developed. Unclear how much is needed in Phase I.



WBS 1.1 Planning and Integration Special Topic – Project Management

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Deputy Project Manager



WBS 1.1 Planning and Integration

Summary - Project Management Approach

- A Project Team has been established
- Formal Project Management Processes are in place
- A Project Plan is approved
- The Project Plan includes a scope, cost, and schedule baseline. Project is schedule driven.
- A Work Breakdown Structure has been established
- A responsibilities matrix has been developed for assigning team members to the WBS
- Project Master Schedule and Critical Path schedule have been developed (rolling wave approach)



WBS 1.1 Planning and Integration Summary - Project Management Approach

- Customer requirements have been established
- The project deliverable is defined (report)
- Project deliverable responds to the customer requirements and has been defined in detail.
- A project technical approach has been established
 - gap analysis
 - standard formats
 - "to be" guidelines
- A formal baseline change control process is in place



WBS 1.1 Planning and Integration Summary - Project Management Approach

- Monthly status reviews with customer
- Monthly meetings among Team Members
- Monthly report with issues identified
- Weekly conference calls among Project Team members
- A formal project review has been set-up



WBS 1.1 Planning and Integration Special Topic - Project Scope

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Deputy Project Manager



WBS 1.1 Planning and Integration Project Scope - Deliverable

- The Project Phase I deliverable is a report that addresses SC Re-structuring
- A detailed annotated outline of the Phase I Report has been developed
- The Project WBS elements have been assigned to specific sections of the Phase I Report Outline
- The project requirements have been assigned to specific sections of the Phase I Report Outline
- Authors have been assigned to each section of the Phase I Report Outline



WBS 1.1 Planning and Integration Project Scope - Detail

- The Phase I Report will propose:
 - SC Organization including HQ, Site Offices, Support Centers (WBS 1.3)
 - Interface Agreements (WBS 1.5)
 - Approach to Re-engineering the SC Business Systems and Processes (WBS 1.4)
- Under the SC Organization, the Phase I Report includes:
 - roles, responsibilities, authorities and accountabilities
 - organization charts
 - reporting relationships



WBS 1.1 Planning and Integration Project Scope - Approach

- The Phase I Report includes the plan to transition over to the proposed organization and outstanding issues.
- The remaining Project WBS elements are needed to support the project and the development of the proposal.



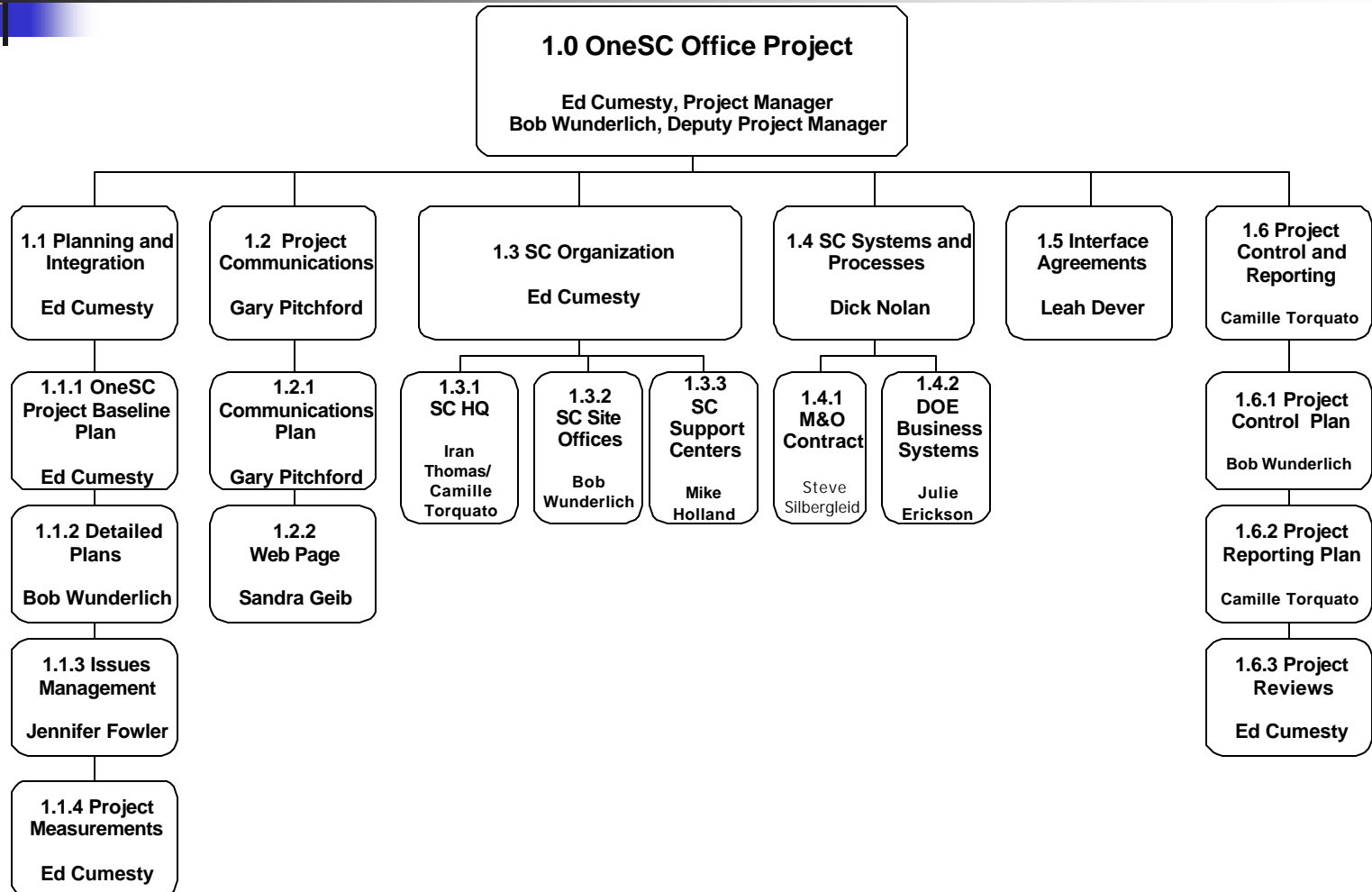
WBS 1.2 Project Communications

OneSC Project Review

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Gary Pitchford
Ed Cumenty

OneSC Work Breakdown Structure





Outline

- Role/Priority of Communications
- Communicating with:
 - The Customer
 - The Team
 - Stakeholders
- Assessing Effectiveness
- Conclusions
- Issues/Challenges

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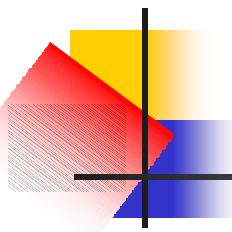
Communications Role and Priority

- "...building blocks...are the dedicated people of SC... (*One SC Project Plan*)
- "...project...will encourage open dialogue and participation throughout SC..." (*One SC Project Plan*)
- Communications important in all three Project phases (*Project Manager's Rollout Presentations*)
- Project Communications 2nd Level WBS Element



Communicating with the Customer

- Monthly status reviews with customer
- Monthly report with issues identified
- Attend weekly SC televideo
- Topical discussions as needed
- A formal project review has been set-up

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Communicating with the Team

- Monthly face to face meetings of Project Leadership Team
- Monthly status reports from WBS leaders
- Weekly conference calls for Project Leadership Team
- Weekly calls at WBS Sub Team level
- Extensive email and phone discussions



Communicating with Stakeholders

- Status of Communications Plan
- Approach
- Who are the stakeholders?
- Communications sub-team
- Communications activities/products so far
- Next steps

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Communicating with Stakeholders

Who are the stakeholders?

- Employees (highest priority)
- Labs, grantees, users
- Offices Providing Business Support to the Office of Science
- Other DOE Organizations
- Unions
- Elected Officials
- Local Communities, Non-Governmental Organizations and Business Interests
- News Media

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Communicating with Stakeholders

Communications Plan Status

- Developed by Communications Subteam
- High-level, with deliverables
- Approved by Project Manager 10/24/02
- Posted on Web Site
- Detailed, tactical plans needed to implement
- Evolving document

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Communicating with Stakeholders Approach

- SC employees the most important audience; priority to meeting employee needs
- SC needs the active participation of its employees; Project communications need to be two-way
- Communications keyed to Project milestones
- OneSC Web Site primary communications mechanism

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Communicating with Stakeholders

Approach

(Continued)

- Face-to-face communication and interaction with employees important
- Information flow on the Project will be open and candid; Project will share documents and materials as freely as possible
- Communications will reflect the One SC principle: effort is organization-wide, no one segment has been singled out

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Communicating with Stakeholders

Communications Subteam

- Mike Berriochoa - Pacific Northwest National Laboratory Site Office
- Sandra Geib - Chicago Operations
- Charlene Pugh - Oakland Operations
- Jeff Sherwood - HQ Public Affairs
- Steve Wyatt - Oak Ridge Operations

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Communicating with Stakeholders Activities/Products So Far...

- Roll-out Communications Plan
- Pre-announcement briefings & activities
- Roll-out presentation materials, messages
- Video teleconferences
- Press release/fact sheet
- Web site, features & materials

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Communicating with Stakeholders Activities/Products So Far...

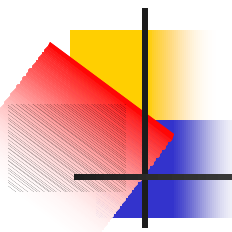
- Site visits
- Project Plan & other materials
- Email messages to all employees
- Question & Answer, Comment, & Suggestion mechanism
- Project Communications Plan

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Communications

Assessing Effectiveness

- Web Site usage
- Q & A, Comments & Suggestions
- Employee/Stakeholder feedback at site visits
- Communications Subteam informal survey
- Other?

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Communications: Assessing Effectiveness

Conclusions

- Web Site excellent tool for making materials available; stakeholders are using it
- Interest drops off sharply when new materials and information lags
- Some employees are skeptical of process, impatient for results, & frustrated by lack of information on specific impacts
- OneSC Project has not yet built trust & confidence in process and successful outcome
- Key: Effectively communicate results & recommendations

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Communications

Issues and Challenges

- How/When to share As-Is/To-Be/ Phase 1 Report?
- What opportunities for employee/stakeholder input?
- How should Project use inputs?
- How to respond to employee/stakeholder fears/concerns?
- Detailed plan for "Stand-Up?"
- How to better measure/assess OneSC communications effectiveness?
- What are communications needs in Phases 2 & 3?